SEE FOLLOWING NOTE

PARTS OF THE ORIGINAL DOCUMENT

ARE OF POOR REPRODUCTIVE QUALITY

CERTAINES PARTIES DU DOCUMENT ORIGINAL

SONT DE PIÈTRE QUALITÉ DE REPRODUCTION

on 20

DISCUSSION GUIDE WITH
TRENDS SUMMARY
FOR VISION 2020

INTRODUCTION

The Context of Change

Canada, like the rest of the world, is undergoing a period of rapid change. The reality is that our nation is in the midst of a major change in society driven by population, the economy, changing values and a host of emerging issues.

At the same time, scientific and technological advances are pushing Canada out of the waning industrial age and into a new information age based on telecommunications, micro-processors, computers, and artificial intelligence.

A New Approach

VISION 2020 is a program that offers municipalities a new way to adapt and respond to change and uncertainty — a new way to direct their own long-term future. It is sometimes referred to as *"futures visioning"*.

The Discussion Guide

The Guide can be used as a workbook for developing a *Vision Statement* and *Action* to achieve the statement. These in turn will help municipalities to focus on the practical things they can do to help themselves.

The Guide is not intended to lead to a provincial funding program and is not itself a funding program, or part of one.

THE RESULTS

The "Vision Statement"

The *Vision Statement* is your municipality's guide to the future. It will be an imaginative statement, tempered by reality, of what you hope to hand on to future generations – what your municipality could be like by 2020. It may be only a few paragraphs in length, or as long as you wish to make it.

"Action"

These are the things that will need to be done over the long or short term to implement your *Vision Statement.* They may already be ongoing or may need to be started by council, other local boards, commissions or agencies. The action list should help to focus municipal strategies for economic and social development, tourism and land use; and should ensure the consistency of existing and future municipal documents.

Municipality or Community

Your concern will be with the values of your community in the broadest sense. The Guide builds towards a broad appreciation of community life and values.

The term *"municipality"* is used to refer to the local government entity. *"Community"* is used to imply community life or activity in general, not necessarily confined to local government affairs.

The VISION 2020 Information Kit

BEFORE STARTING

There are some things you should be aware of that will help you achieve results.

The VISION 2020 Information Kit

The Kit consists of a *DISCUSSION GUIDE with TRENDS SUMMARY for VISION 2020* plus four other supporting publications. The Discussion Guide and Trends Summary are all you will need to get results.

Municipal Facilitators

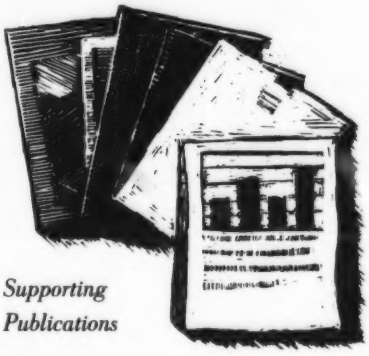
Your two municipal facilitators will lead you through the process; they are a vital part of getting results.

The municipal facilitators have participated in a two-day workshop designed to help them assist you and your colleagues. They are prepared to lead the discussion.

Municipal Facilitators

Supporting Publications

There are four supporting publications called Technical Resources. They are: *Technical Resource #1 — The Discussion Guide in More Detail; Technical Resource #2 — A Trends Guide for VISION 2020; Technical Resource #3 — A Compendium of Trends Selected by Agencies of the Alberta Government; Technical Resource #4 — A Guide for Public Involvement.*



Supporting Publications

These supporting publications can be used by Council to develop a more thorough process than that contained in the Discussion Guide.

Regional Resource Persons

If problems arise in working towards results, your municipal facilitators will be able to consult with a Regional Resource Person in your area.

These people are there to help you overcome difficulties, and you may call on them at any time during the VISION 2020 activity. They are well-informed on how to deal with difficulties, live in the area that they serve and know its municipalities.

Public Involvement

Council would do well to consider the extent to which the public should be involved before proceeding too far in the Discussion Guide.

Regional Resource Persons

GETTING STARTED

This Discussion Guide will help you to progress through four steps:

Step 1

The Information Base — A review of basic information about your community called *Reviewing the Municipal Profile;*

Step 2

The Vision — A look at what the community could ideally be in the future for your children and your children's children, called *Building a Preferred Future;*

Step 3

The Constraints — A scan of trends and issues (that may help or hinder the achievement of Step 2), called *Exploring Future Trends and Realistic Constraints;*

Step 4

Results — Vision Statement and Action. After the impacts of Step 3 are used to modify Step 2, a *Vision Statement* and an *Action* list are prepared to chart a course for the future.

The Discussion Guide with Trends Summary uses three groupings of information throughout for convenience only. They are: People and Values; Economic and Social Opportunities; Physical and Functional. These groupings are not 'carved in stone' — other groupings should be used if the discussion will benefit from a different structure.

Step 1
Reviewing the Municipal Profile

PURPOSE

Before a municipality can begin to assess its future, it must first take stock of its present. Without a shared understanding of the *"community of the present"* it is difficult to speculate on the shape and character of your community in the more distant future.

It is important to think about the history of your community — the values upon which you will build a community for your children and your children's children.

A picture of the present can be built from the profile of information prepared by your facilitators.

MUNICIPAL PROFILE

Please review the municipal profile material.

Are all the most important characteristics of the community of today included in the profile?

Example

Your population may have a larger-than-average proportion of retired persons requiring special services. Your community may have a strong financial position with low per capita debt, or your community may be facing the need to expand basic services in the near future if population continues to grow.

Issues

Some long-term issues are likely to emerge from the profile review. Please also note these alongside the profile characteristics.

Note: For a detailed description of Compiling a Municipal Profile, see *Technical Resource #1,* Chapter One.

COMMUNITY CHARACTERISTICS

What are the most important characteristics of your community today that are likely to have the most effect on its long-term future to Year 2020? This should include strengths and weaknesses where appropriate.

Example

Strength: *It has sewer and water systems capable of serving three times the present population.* ***Weakness:*** *It is dependent upon one major source of employment.*

People and Values

Consider population characteristics such as age, structure, ethnic mix, distribution and density, and the values that make the character of the community.

Economic and Social Opportunities

Consider livelihood and employment, recreation, and cultural opportunities.

Physical and Functional

Consider location, physical features, environment and major functions like services, land use, transportation, and municipal government.

ISSUES

What major issues confront your community today that are likely to have a major impact on its long-term future towards the year 2020?

Example
A long-term issue might be the need to finance the replacement of aging services or municipal infrastructure as it becomes obsolete in existing serviced areas.

People and Values

Economic and Social Opportunities

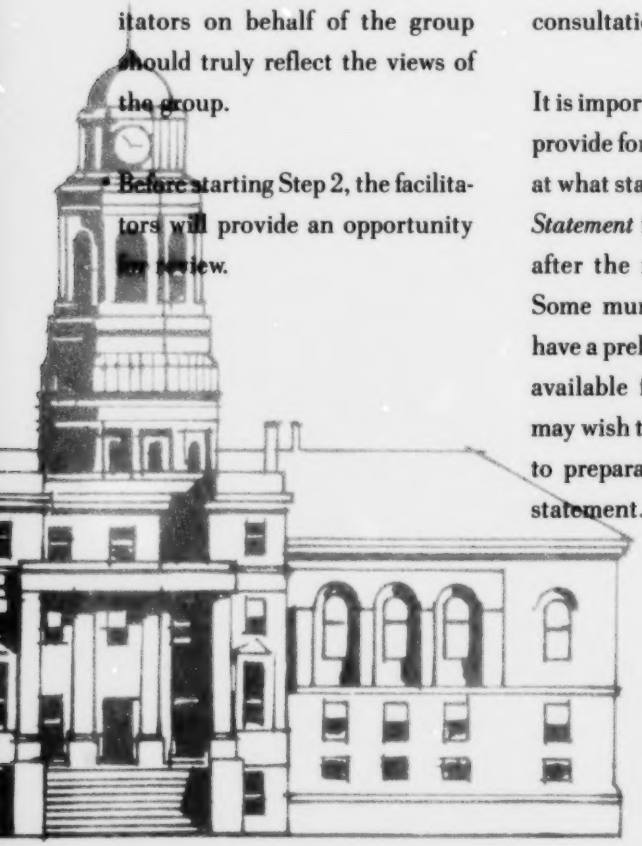
Physical and Functional

For a more detailed treatment of issue analysis, refer to *Technical Resource #1,* Chapter One.

SUMMARY OF STEP 1

Your facilitator has been asked to build listings of important characteristics and issues upon which there is broad and general agreement.

- The strengths and weaknesses will be important input to Steps 2 and 3.
- The issues will be important in Steps 3 and 4 as "reality filters" for preparing a *Vision Statement.*
- The listings prepared by your facilitators on behalf of the group should truly reflect the views of the group.
- Before starting Step 2, the facilitators will provide an opportunity for review.



Public Participation

It may be wise to pause at this point and consider the extent of public participation you feel you need to prepare a *Vision Statement,* the ultimate product of Step 4.

A word of caution! Municipal decision-makers are expected to play a leadership role in the community, but are open to criticism if seen to be making broad community decisions without adequate public consultation.

It is important to decide whether to provide for public consultation and at what stage (i.e., before the *Vision Statement* is prepared in Step 4, or after the results are completed.) Some municipalities may wish to have a preliminary *Vision Statement* available for public view; others may wish to have public input prior to preparation of the preliminary statement.

Step 2
Building a Preferred Future

PURPOSE

Here is your opportunity to put forward ideas about your ideal community of the future.

In this step you have a chance to set aside the present and all of the issues that you are wrestling with today, and try to imagine what kind of a place your municipality should be in the future.

Getting the imagination to work is easy for some people and difficult for others. The facilitators will give you a small handout called *Visioning* designed to stimulate ideas.

Please complete *Visioning* before starting Step 2.

This step is intended to encourage an imaginative view of the future, grounded however, in reality. The focus should be upon what your community can do for itself within the funds and resources realistically available. It is not intended to encourage the development of ideas based on sources of funds or assistance beyond the scope of those realistically foreseeable from municipal or voluntary sources.

YOUR COMMUNITY IN 2020 – TARGETS

What will make your community an ideal place to be in 2020?

Before writing down your thoughts here are some questions to think about?

People and Values

What kind of a community do you want it to be? What values should be preserved in the community? What would make it a good place for your children to live? What would be an ideal size for your community?

People and Values

Include population, social, education, health and other considerations.

Economic and Social Opportunities

What sort of livelihood opportunities should exist? What economic strengths should be developed? What recreational, cultural and other opportunities should be offered?

Economic and Social Opportunities

Include economic and technological opportunities, employment, tourism, recreation, culture and others.

Physical and Functional

What services will be required? How should the community work with neighbours, and other jurisdictions such as school boards, and commissions?

Physical and Functional

Include services, environmental quality, land use, relations with other jurisdictions, financial matters and others.

Example

People and Values: *People are looking for an opportunity to live in a friendly, progressive community.*

Example

Economic and Social: *The preferred future of many of our residents contains rapid technologic advances which allow individuals to work in or close to home.*

SUMMARY OF STEP 2

Writing a Preferred Future Statement

Your facilitator will prepare a summary for your group.

Your facilitator has been asked to include those matters upon which there is broad and general agreement. He will build a *Preferred Future* statement from your target contributions under the three groups.

Please make sure that the statement prepared by your facilitator on behalf of the group:

- reflects the views of the group rather than those of individuals; and

- incorporates the key characteristics of your community of the future on which you all agree.

Before the beginning of the next section, there will be an opportunity to review the statement and amend it if desirable.

At some point during this process you may wish to share findings with your neighbours. Step 3 refers to the broad municipal trend of growing interdependence. Councils should consider at what point they might benefit most by sharing their views with adjacent municipalities.

For further elaboration of Step 2 please refer to *Technical Resource* #2, Chapter Two.

Step 3
Exploring Future Trends and Realistic Constraints

PURPOSE

Your *Preferred Future* will have to be modified by the effects of trends and issues before a realistic *Vision Statement* can be prepared. This Step examines the impact of trends and issues as constraints on the *Preferred Future.*

Trends are external effects that will impact on the *Preferred Future* and make it easier or more difficult to achieve.

Issues are the local or internal effects you will have to deal with.

TRENDS

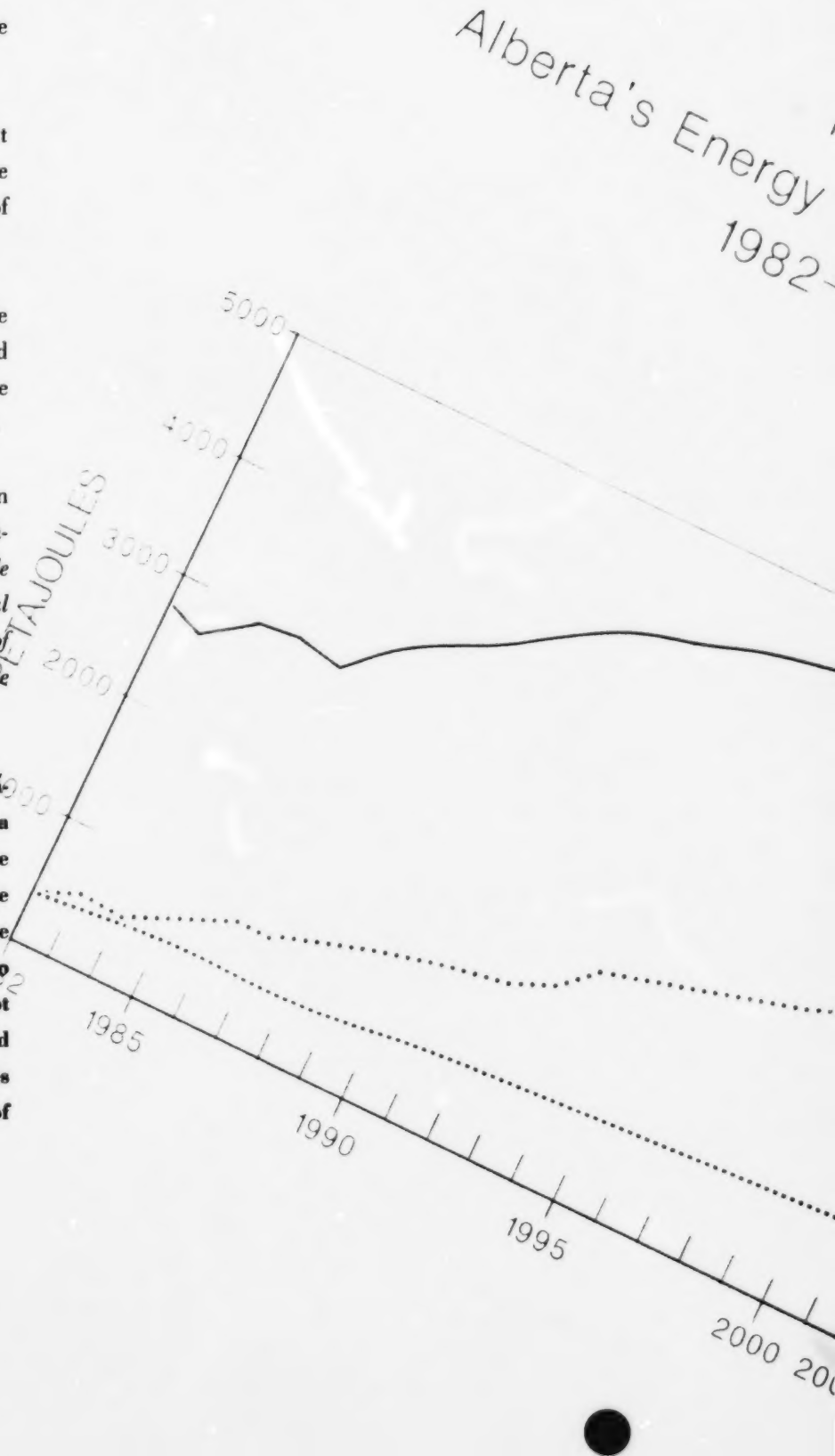
Before beginning Step 3 please review the Trends Summary.

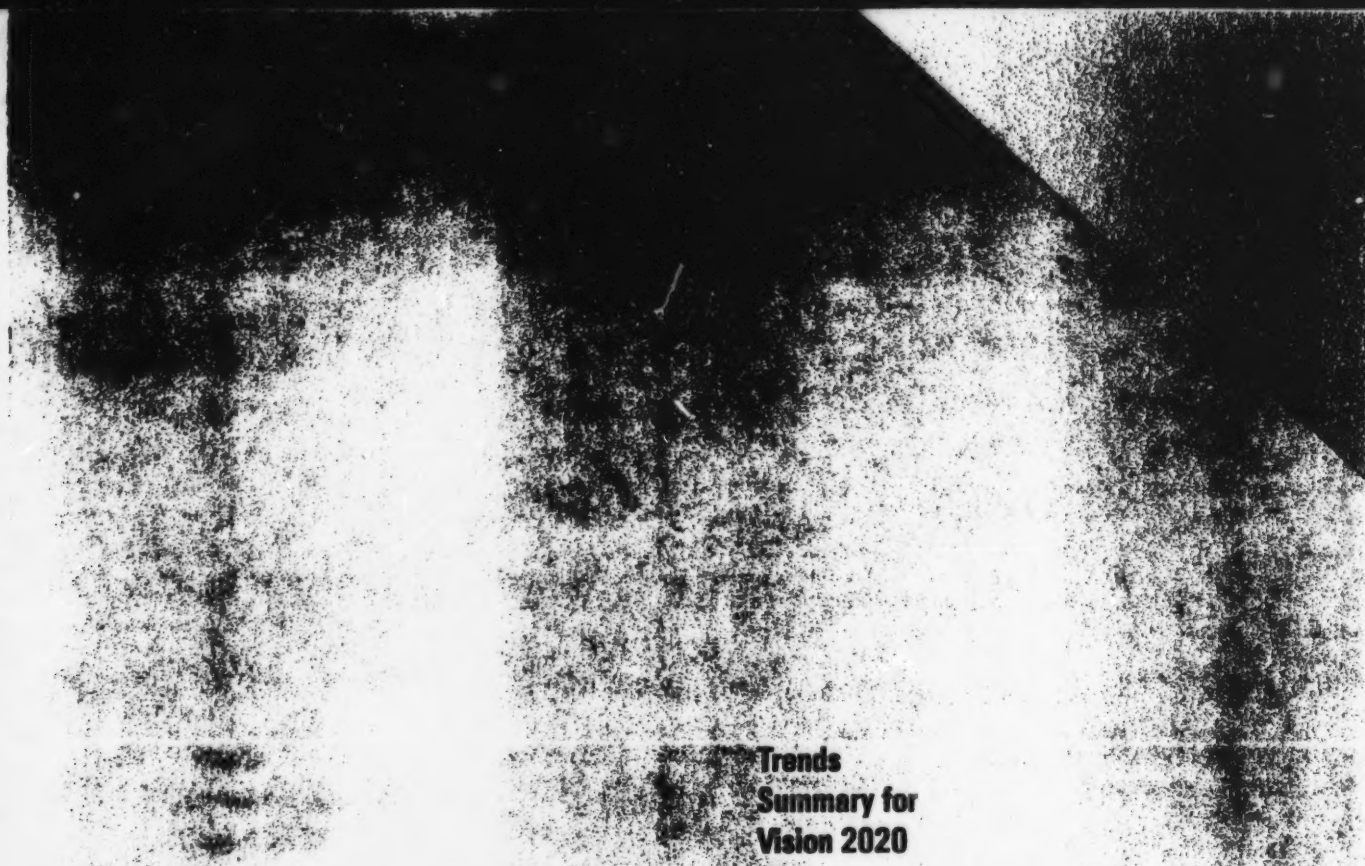
It is very important that you select those trends that you think will be of real significance to the future of your community.

Some time will be provided before starting Step 3 to scan the trends and record your opinions in the space provided in the Trends Summary.

If you require more information on specific trends please refer to *Technical Resource #2 — "A Trends Guide for VISION 2020"* and *Technical Resource #3 — "A Compendium of Trends Selected by Agencies of the Alberta Government."*

The trends described in the technical resources are selected from a number of reliable sources. The information is believed to be the best information available, but the Government of Alberta assumes no responsibility if the trends do not come to pass. Nothing contained here or in the technical resources should be interpreted as policy of the Government of Alberta.





Trends Summary for Vision 2020

Alberta
MUNICIPAL AFFAIRS

USE OF THE SUMMARY

Only the trends that are most important in your opinion will be carried over into Step 3.

- Scan the Trends Summary and note in the right hand margin only those trends that you expect to be:
  Strongly positive, with +
  Strongly negative, with —

- In cases where alternative trends are presented, choose the one most appropriate for your community.

- After you have finished, collect the names from the left margin and their positive or negative signs into three groupings on Page 22 of the Discussion Guide. The three groupings are used for your convenience as main headings in the Summary i.e., People and Values, Economic and Social Opportunities, and Physical and Functional.

- Technology beyond 2000 cuts across all the groupings and if significant trends are found in this section they should be placed wherever you consider appropriate.

Caution

This summary consists of a selection of trends that are considered to be of interest to municipalities in Alberta. Municipalities should be aware that the choice has been made from a wide range of respected sources, but it is still a choice. A selected bibliography can be found in Technical Resource #2.

The fact that certain trends are included in this Summary does not imply any certainty or assurance that they will actually come to pass. The Government of Alberta, the Department of Municipal Affairs and other participating Departments make no guarantee of the viability or likelihood of occurrence of any of the trends referenced in this Summary.

Strongly Positive | Strongly Negative

I. PEOPLE AND VALUES

Population

Global Population

Globally, population is growing rapidly in less developed countries as death rates fall but birth rates remain high. In developed countries, the population is levelling off because falling death rates have been accompanied by falling birth rates. The likely outcome will be a very youthful Third World and an aging popultion in the more developed countries.

Canada Population

The rate of population growth in Canada will slacken over the next fifty years until the total population stabilizes between 26 million and 33 million during the first twenty years of the twenty-first century.

The number of Canadians under 18 years of age may decrease, while people of working age may decrease following a period of growth ending in the second decade of the new century.

Over 65s will grow numerically to such an extent that they may account for 18 percent of the Canadian population in 2016.

Alberta Population

The Alberta population may grow from a 1986 figure of 2.4 million to between 2.9 million and 4.0 million by 2016, reflecting an annual rate of increase between 0.7 percent and 1.6 percent; significantly lower than in the past three decades.

Alberta Distribution

At present 80 percent of Alberta's population live in urban areas — a share that has been gradually increasing for some time. There are some trends indicating continued rural decline and others that indicate future rural increases in some parts of the Province.

Rural and Urban Distribution

The population living in rural areas and urban communities of under 1,000 population could account for less than 14 percent of the provincial population in 2001, compared to 23 percent in 1981. However, there are a number of counter-trends which could result in rural repopulation. It is clear that individual communities can influence the course of their own population changes through local initiatives in quite a major way.

	Strongly Positive	Strongly Negative
Fertility All areas of the province are expected to experience a decline in fertility rates and an aging of the population.	○	○
Aging By the year 2016, the percentage of Alberta's population over 65 years of age is expected to have risen from 8 percent to 16 percent, with the number of seniors more than doubling.	○	○
The aging phenomenon may be less apparent among the Native population because of a higher fertility rate and a higher mortality rate than among non-Natives.	○	○
Alberta Working Age The working age population will account for a constant percentage of the population, but the elderly dependency ratio will increase, while the child dependency ratio will decrease.	○	○
Alberta Migration In the face of the low levels of natural increase, the growth of the Alberta population will be largely determined by the magnitude and character of migration movements. Interprovincial migration will likely continue to be greater than international migration, but the latter will grow in importance.	○	○
Social		
Families The average size of the Alberta family is decreasing due to the lowering of the birth rate and increases in numbers of childless families, single parent families and single person families. The average is expected to decline further, from 3.2 persons in 1986 to 2.48 persons by 2006.	○	○
Marriage The marriage rate in Alberta will stabilize: fewer divorced people will seek to re-marry. The divorce rate is expected to show a slight increase.	○	○
Singles The numbers of singles and single parent families will increase. Along with a rising rate of female participation in the labour force, the changes in family structure will likely result in an increased number of latchkey children and an increased demand for day care.	○	○

●

	Strongly Positive	Strongly Negative
Education		
Education Enrollment The school-age population is projected to decline but the total enrollment in primary and secondary schools is projected to increase; students may stay in school longer to improve their chances of entering higher education and/or employment.	○	○
The concept of "lifelong education" might initiate a growing demand for adult education.	○	○
Educational Distribution A long-term trend of rural school closure and centralization may continue if rural-urban migration continues to cause rural depopulation. More downtown schools in larger centres may have to be closed due to the lack of local school-age population.	○	○
Study at home could become more feasible, with the advent of sophisticated distance learning techniques, employing advanced computer and telecommunications technology.	○	○
Health		
Wellness Increasing emphasis may be placed on health prevention, both to promote "wellness" through self-help and to control, or avoid, the costs of treating patients suffering from an unhealthy lifestyle or environment.	○	○
Health Promotion In Alberta, government will be placing more emphasis on health promotion, illness prevention and community care in a deliberate effort to move away from a stress on institutional and clinical care.	○	○
Labour		
Labour Participation The demand for labour is difficult to predict. In Alberta, the labour participation rate has been rising and may continue to do so if families need two incomes, labour shortages occur and/or more women seek employment.	○	○

●

Strongly Positive | Strongly Negative

II. ECONOMIC AND SOCIAL OPPORTUNITIES

Global

Global Economic Trends

The world's economies are becoming increasingly interdependent (globilization) in an even more complex fashion. A global redistribution of labour and production is under way, giving rise to an integrated system of world-wide production.

○ ○

Third World Trends

A growing number of Third World countries are manufacturing for export, altering the pattern of comparative advantages in world manufacturing industries. Multinational firms are organizing their production activities globally. World trade is being liberalized. International economic alliances are becoming accepted and can be expected to be further refined.

○ ○

Developed Countries Trends

Developed countries are undergoing a transition from being industrial (manufacturing) societies to societies based on the development, exchange and application of information.

○ ○

Information-Related Jobs

Advances in computing and telecommunications technology are accelerating this process. Information-related jobs have accounted for much of the increased tertiary sector employment in developed countries, resulting in the overwhelming majority of tertiary workers now being employed in functions in some way concerned with the creation, processing and distribution of information.

○ ○

Canada

Canada Information

Much of the new work created in Canada over the next 30 years will be concerned with the collection, storage, evaluation and dissemination of information.

○ ○

Canada Manufacturing

Manufacturing is becoming relatively less important as an employer in developed countries because the increased use of sophisticated technology is replacing labour at the same time as service employment is growing. However, the level of output is stable or growing.

○ ○

	Strongly Positive	Strongly Negative
New information-based services and industries are expected to provide new employment opportunities.	○	○
Alberta		
Agriculture In Alberta, agriculture has traditionally been subject to changing fortunes but there are long-term trends: decreases in farm numbers and farm population; increases in average farm size and number of farm families taking off-farm employment.	○	○
Agricultural production appears likely to become even further concentrated. Success in the global environment will necessitate the operation of an efficient business, whether the farm is a family farm or otherwise.	○	○
Energy The future of Alberta's energy industry will depend very much on world prices and the size of the remaining reserves. One projection suggests that conventional oil production will gradually decline over the remaining years of the twentieth century while production of raw bitumen (the raw material of synthetic crude oil) will gradually increase.	○	○
Natural gas production is projected to increase rapidly through the 1990s but begin to decline after 2002 due to diminution of reserves. As a result of increased Alberta demand for electricity and increased exports of bituminous coal to central Canada and the Pacific Rim, coal production is expected to rise slightly.	○	○
Manufacturing About a twelfth of the province's total employed labour force is classified as employed in manufacturing, in such industries as food processing, oil refining, petrochemicals, pipelines, oil industry equipment, clothing and high technology. More industries will be established if efforts to diversify the economy prove successful.	○	○
Manufacturing Location Geographically, the province's manufacturing is primarily concentrated in Edmonton, Calgary and several other urban centres, but this pattern may change. Industries requiring few local industrial linkages can be set up in other communities as a result of the locational flexibility allowed by advanced telecommunications technology.	○	○
	●	

	Strongly Positive	Strongly Negative
Tertiary Activity Most working Albertans are employed in tertiary activities of one form or another. In the 1960s and 1970s, much of the growth in tertiary employment was due to public sector employment growth. Future growth may be due more to growth in retail employment, financial services and high-tech services.	○	○
Retail Retailing is the most widely distributed tertiary activity, but the sizes and types of store vary among different sizes of place. Between 1977 and 1985, the number of retail outlets in most Alberta communities increased.	○	○
Distribution The places making the largest gains lay within the Calgary-Edmonton corridor, in a belt extending from Bonnyville through to the Peace River block and in the vicinities of Lethbridge and Medicine Hat. Most of the communities experiencing below-average growth in outlets were agricultural service centres outside the Calgary-Edmonton axis. Some of the province's smallest centres experienced an absolute loss in the number of retail outlets.	○	○
Tourism Tourism in Alberta may be affected by several global and continental trends. Travel between the western world and east Asia for business and leisure purposes is growing. The desire to visit non-urban environments is becoming a more important factor in influencing people's selection of vacation destinations. People's desire to travel by road shows no sign of diminishing.	○	○
Locally, the accommodation and food service industries may experience labour shortages as the number of young people in the Alberta population falls.	○	○
Recreation		
Alberta Recreation Alberta demand for recreational services may increase if the increasing automation of work reduces social interaction in the workplace. Continuing increase in the number of sedentary jobs may encourage more participation in physical activities in leisure time.	○	○
By contrast, home entertainment and education, based on electronic technology, may reduce the demand for formal recreation activities outside the home.	○	○
	●	

	Strongly Positive	Strongly Negative
Recreation Demand Renewed interest in the environment may increase the popularity of quality outdoor experiences.	○	○
The aging of the population will increase the demand for seniors-oriented programs and sporting activities. The deinstitutionalization of the disabled may lead to demands for the handicapped to be integrated into regular recreation programs.	○	○
Culture		
Culture Demand Public demand for cultural activities, experiences and services is growing. Many Albertans are becoming involved in the administration of these activities on a voluntary basis. The provincial government has developed a network of museums, interpretive centres and historic sites.	○	○
Accessibility to Culture Rising educational attainment may raise the level of cultural participation. Cultural activities previously available in just a few localities may become more accessible through the evolution of telecommunications technology.	○	○

III. PHYSICAL AND FUNCTIONAL

The Environment

Climate There are strong indications that the global climate is warming, to the extent that the annual average global temperature will have risen by 4°C between the late 19th century and the late 21st century. The greenhouse effect resulting from the increased production of carbon dioxide and other gases may be an important contributory factor.	○	○
In Canada, the western agricultural area could expand northwards (subject to soil limitations), but the southern margins of the country could become more arid. The prairies might experience higher wind erosion, shortages of irrigation water and a greater frequency of drought.	○	○
Acid Rain Public concern over the effects of acid rain is increasing. Terrestrial and aquatic flora and fauna are at risk from sulphur emissions which react with	○	○

	Strongly Positive	Strongly Negative
water in the air or at ground level. Alberta is relatively free from acid rain, but areas downwind from tar sands plants could be affected.		
Waste Disposal Concern is increasing over the disposal of hazardous waste products of manufacturing processes. Non-degradable products are often simply stored or dumped, creating potential pollution hazards.	○	○
Ozone The ozone layer, which reduces incoming ultra-violet radiation from the sun, appears to be thinning. The propellant compound in aerosols is thought to be responsible as it can cause a chemical reaction in which ozone molecules are broken up. Health problems and climatic warming may result.	○	○
Developed countries are increasingly instituting measures to reduce lead emissions by motor vehicles. In North America, the trend towards increased use of unleaded gasoline is continuing.	○	○
Forests The world's forest cover is being reduced by the cutting of trees without adequate allowance for regeneration and by the conversion of forested land to agriculture. The rate of deforestation appears to be increasing, particularly in tropical countries. In Alberta, however, regeneration by forest companies is mandatory.	○	○
Sustainable Development There is growing advocacy for sustainable development: economic development to meet the needs of current and future generations without a loss of environmental quality. Governments and the public are becoming increasingly concerned about the state of the environment.	○	○
Other Environmental Other important environmental trends include; the depletion of non-renewable resources, the loss of wetlands to agriculture, the increasing adoption of recycling programs, the lowering of regional water tables and the reduction of genetic diversity in plants and animals through man's activities.	○	○
Hard Services		
Aging At the Alberta municipal level, hard service systems are aging and deteriorating, necessitating replacement when the deterioration is sufficiently advanced	○	○

cont'd on page 10

●

	Strongly Positive	Strongly Negative
that maintenance becomes the more expensive option.		
Water Public concern over the quality of drinking water will continue to increase, largely because the ability to detect compounds will outstrip progress in explaining the effects of the compounds. Organizationally, the trend toward regional water systems will continue. Proper water pricing and metering will receive increasing emphasis.	○	○
Pollution Control The public will also demand pollution-free rivers and lakes, leading to more innovative solutions (e.g., irrigation of wastewaters) in some areas. The siting of lagoons and landfill sites may be opposed by the public because of "Not in My Back Yard" attitudes. The trend towards regionalization of landfills will continue.	○	○
Recycling programs are increasingly popular as the need to reduce the volume of material conveyed to landfills becomes more urgent.	○	○
Transportation		
Trips As Alberta becomes increasingly urbanized, the number of trips within urban communities will increase, with implications for municipal public works expenditures.	○	○
Road Network In more remote areas, the development of resources will necessitate construction or upgrading of access roads from the existing highway network.	○	○
Transportation Technology Technological advances will add strength and rigidity to pavement. The design of cars, trucks, trains and planes will undergo continuous modification, resulting in greater fuel economy, improved safety and — in the case of cars and trucks — less damage to pavement.	○	○
Housing		
Housing Volume The volume of new housing production in the future will likely be constrained by growth rates. The annual growth in number of new households is not expected to match the increments recorded in the 1976-86 period.	○	○

●

Strongly Positive | Strongly Negative

Households headed by persons in older age groups will increase in proportion to the total number of households.

Decreasing family size, the growing number of non-family households and the aging of the population may increase the demand for smaller houses.

Broad Municipal Trends

Increasing Complexity

The business of local government is becoming more and more complicated. Council agendas are longer: the number of subjects that a council must deal with are much larger than they were forty years ago. Councils must deal with social, recreational and other people services, as well as the traditional role of providing services like water supply and fire protection.

Increasing Interdependence

Trends indicate that it is no longer possible for councils to make decisions in isolation. The impact of decisions on water supply and sewage affects neighbours upstream and downstream. Solid waste must be disposed of according to strict environmental standards and sometimes sites are hard to find; regional sites have to be developed in co-operation with neighbouring communities. Municipal councils should also work effectively with provincial and federal authorities to take advantage of all the programs and grants available.

Increasing Cost

This is an extension of increasing complexity and interdependence. Municipalities today have many more revenue sources and expenditure demands than forty years ago and the business of managing financial affairs efficiently has become a key feature of municipal government. Typical municipal services are labour intensive and do not lend themselves well to automation. Municipalities should work with available financial resources and these resources may be subject to constraints, depending upon current conditions at any particular time.

Municipal Financial Trends

Taxes

Annual increases in municipal taxes have become a fact of life in many municipalities. Operating expenditures have been increasing among all urban municipalities as a whole and all counties and municipal districts as a whole.

	Strongly Positive	Strongly Negative
Revenue versus Expenditure Total capital revenue and expenditure have been decreasing, suggesting that municipalities have achieved the level of capitalization desired in the present economic situation.	○	○
IV. TECHNOLOGY BEYOND 2000		
Rate of Change Technical change tends to be uneven over time. Clusters of technical innovations of wide adaptability can be catalysts for sustained economic growth. Recent technologic changes suggest that the next twenty years could lead to unparalleled change and economic development.	○	○
Materials Conventional materials are being threatened by substitutions of a new array of complex and exotic materials such as polymers (plastics), composites, advanced ceramics and metallic superalloys. The wave of the future may be the new, space-age materials.	○	○
Plastics may incorporate high strength, high temperature resistance, high mechanical stress and solvent resistance and are likely to be the all-pervasive material beyond the turn of the century, particularly if non-degradability drawbacks can be overcome.	○	○
Composites — combinations of materials consisting of fibres and binding agents — will fill high-performance functions in the automobile, consumer and furnishing industries. Ceramics are also expected to emerge as a major growth industry.	○	○
Biotechnology Biotechnology has been building a foundation for commercial products in human health, animal and plant biotechnology.	○	○
Computers Supercomputers and miniaturization are expected to make significant gains, leading towards artificial intelligence. Robotics will proliferate throughout the resource and manufacturing sectors.	○	○
Information Age The dawning of the Information Age will bring in its wake a wave of new, knowledge-intensive industries, with profound social and economic implications flowing from their development.	○	○
	●	

IMPACT OF TRENDS

What do you think will be the overall effects of the trends you have identified on your community? Positive or Negative?

Example

Physical and Functional: *Increasing complexity and increasing cost are expected to impact negatively.*

Impact of Trends on Preferred Future

Copy the "strongly positive" or "negative" trends from the Trends Summary into each group. Try to assess the overall POSITIVE or NEGATIVE effects.

People and Values

From pages 2 to 4 of the Trends Summary

Economic and Social Opportunities

From pages 5 to 8 of the Trends Summary

Physical and Functional

From pages 8 to 12 of the Trends Summary

IMPACT OF ISSUES

How do you think the issues you identified in Step 1 will affect your chances of reaching your ideal community in 2020?

Example

Physical and Functional: *heavy debenture debt — impact initially negative, but in later years positive since gradual elimination will give Council more flexibility in providing services or cutting taxes.*

Impact of Issues on Preferred Future

Summarize in each group. Try to assess the overall POSITIVE or NEGATIVE effects.

People and Values

From Step 1

Economic and Social Opportunities

From Step 1

Physical and Functional

From Step 1

WRITING A SUMMARY ON THE IMPACT OF FUTURE TRENDS AND REALISTIC CONSTRAINTS

Your facilitator will prepare a statement of *Future Trends and Realistic Constraints.*

Broad agreement on the things likely to affect your municipality in future will help your facilitator summarize, on behalf of the group, in the three categories.

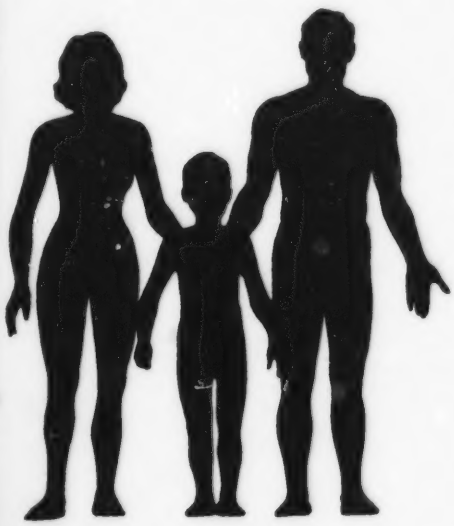
Feel free to discuss your opinions with the other participants with a view to reaching a consensus. It would be helpful if consensus is reached, but it is not essential.

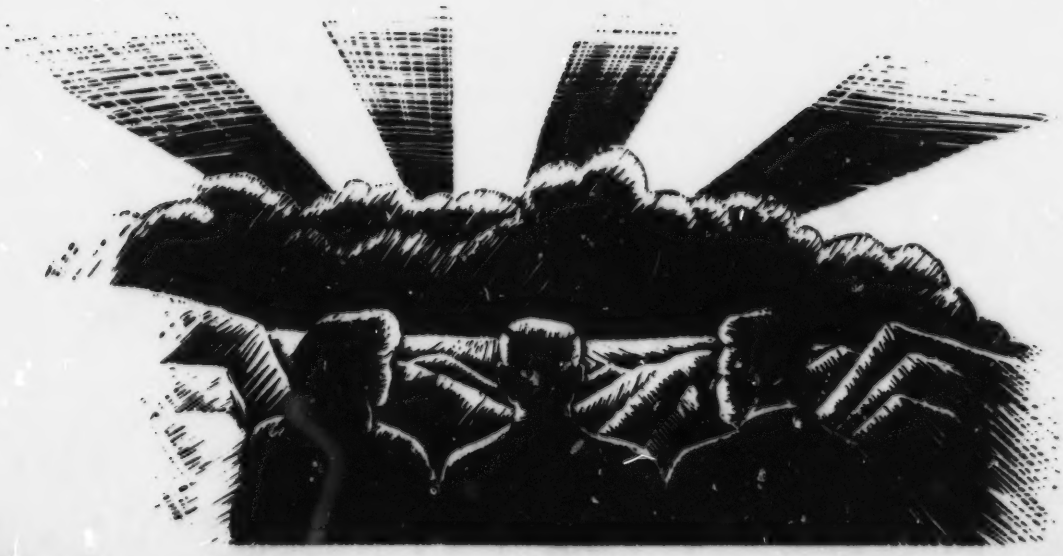
The statement should take account of the trends and issues, while at the same time remaining grounded in reality and observant of the practical limits of municipal and volunteer funding.

Please make sure that the statement prepared by your facilitator on behalf of the group:

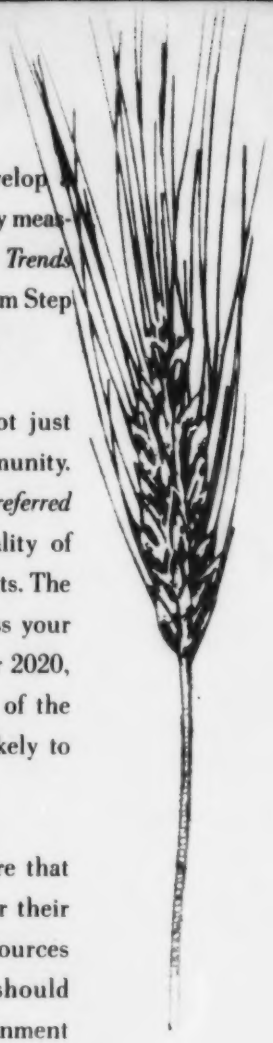
- reflects the views of the group rather than those of individuals;
- incorporates the trends and issues impacts on which you all agree.

For elaboration of this Step, please refer to *Technical Resource #1,* Chapter Three.





PURPOSE



This section will help develop a *Vision Statement* and *Action* by measuring the effects of *Future Trends and Realistic Constraints* (from Step 3) on your *Preferred Future.*

The *Vision Statement* is not just your image of the ideal community. Rather, it combines your *Preferred Future* with the future reality of trends and realistic constraints. The *Vision Statement* will express your municipal goals for the year 2020, tempered by a recognition of the direction that trends are likely to move your municipality.

Participants should be aware that municipalities must plan for their future with the financial resources they have available and should not expect additional government funding.

Comparing the Preferred Future with Future Trends and Realistic Constraints

Do expectations about trends satisfy all of the elements contained in the *Preferred Future Statement?*

If they do — you are very fortunate — what the future will bring will be ideal!

If they don't — which is more likely — the modifications must be identified to form the basis of your *Vision Statement* and *Action* list.

This comparative process is explained in detail in *Technical Resource #1.*

BUILDING A VISION STATEMENT

How do you think your Preferred Future should be modified to take account of the impact of trends and issues identified in Step 3?

Example

This statement from the ***Preferred Future****: "We want our community to be the most prosperous small service centre in Alberta" in the* ***Vision Statement*** *might read: "We expect that our community will try to take advantage of the anticipated shifts in the agricultural economy and the growth of global trade to become the most prosperous small service centre in Alberta."*

People and Values

Consider whether your *Preferred Future* statement should be modified and how.

Economic and Social Opportunities

Consider whether your *Preferred Future* statement should be modified and how.

Physical and Functional

Consider whether your *Preferred Future* statement should be modified and how

WRITING A VISION STATEMENT

A clearer picture should now be emerging of how your *Preferred Future* and your views of *Future Trends and Realistic Constraints* are likely to make a *Vision Statement.* The statement should capture the interaction between the ideal future and the future reality as seen today.

Group Summary

Your facilitators will prepare a statement on behalf of the group.

Please ensure that the statement represents the ideas of the group and not those of the facilitator. It is also vital that you check your group summary sheets to ensure that the *Vision Statement* fairly reflects the opinions developed through the three previous sections of the guide. This may require some discussion.

You may even wish to break at this point and reconsider results before moving on to the development of ideas for *Action* arising from the *Vision Statement.*

For elaboration of *Vision Statements* please refer to *Technical Resource #1,* Chapter Four.

BASIS FOR ACTION

This section is intended to help a municipality to focus on the resources they have in their community to achieve the *Vision Statement.* It is also intended to identify things that municipalities can do to help themselves. It is not designed to lead to conclusions about the things other agencies or governments might be assumed to do.

Now that you have a *Vision Statement,* it can be used as an agreed-upon basis for action. Some actions will be needed to start the community along the path towards the Year 2020 set out in your *Vision Statement.*

- Try to list the actions that will be needed, bearing in mind the opportunities and constraints that have been identified.
- Try to think of what other organizations, local boards and commissions, community and volunteer groups might do, or are already doing.
- Council should consider how such documents as a Tourism Action Plan, a General Municipal Plan, economic development plans and strategic plans can be used to achieve, and be co-ordinated with the *Vision Statement.* Other programs such as Community Futures and downtown revitalization should also be included.
- It may be helpful to list the actions you are considering with the names of those who will take primary responsibility for the action, what time frame will be required for completion, and what administrative area of municipal government will have follow-up responsibility.

SUMMARY OF ACTION

Your municipal facilitators will prepare a summary of actions. Please review the summary to ensure that it is consistent with the *Vision Statement* and that it has taken into account existing documents approved by Council.

THE FUTURE

The Vision 2020 Discussion Guide ends here. The process of future planning does not stop with the completion of this activity. Your municipality may decide on an extensive testing of your results with the public you serve. It may be that comparison of results with your municipal neighbours would be beneficial.

It is important that your municipality revisit these findings and examine them in light of future reality. In this sense, the activity has been completed, but the process has just begun.

For a more detailed description of priorizing community actions and involving community stakeholders, please refer to *Technical Resource #1,* Chapter Four and *Technical Resource #4.*